

# THE CORNELL HOTEL AND RESTAURANT ADMINISTRATION QUARTERLY

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## Table of Contents, Volume 20

The *Quarterly* is also indexed by subject each year in its bibliography, published in the August (No. 2) issue. Volumes 1-20 are available on microfilm at \$10.00 per volume or \$180.00 per complete set.

### May 1979 (Vol. 20, No. 1)

- Long in the Tooth**, by Ross K. Baker. A humorous look at the impact of demographic trends on the fast-food industry. Page 4.
- The Hospitality Industries in the Year 2000**, by William L. Sommer. How trends in lifestyles, personnel requirements, technology, and society in general will change the hospitality industries in the years to come. Pages 5-10.
- Four Seasons Hotels: Forging a Philosophy with an Eye Toward the Future**. Four Seasons' dramatic growth has been fostered by the firm's sure touch in defining its capabilities and goals. Pages 11-22.
- Preparing Better Hospitality Managers through Cooperative Education**, by James F. Downey. A cooperative-education program at Purdue University provides hospitality students with both academic training and practical experience in jobs related to their fields of study. Pages 23-25.
- Employee Migration as a Manpower Source for the Travel Industry's Expanding Job Opportunities**, by John A. Pearce. Survey results suggest that the travel industry will be able to alleviate its personnel shortage by attracting qualified personnel from other fields to travel-related jobs. Pages 26-32.
- Designing Hotels for the People's Republic of China**, by Gregory M. B. Tong. Hotel design for the People's Republic of China must reflect ways of thought and styles of living radically different from our own. Pages 33-40.

- \*The Execution and Measurement of a Marketing Program**, by Peter C. Yesawich. How to translate your marketing strategy into reality. Considerations in designing logos and advertising are addressed, as well as how to measure a marketing program's effectiveness. Pages 41-52. [Order #M5; \$3.00]
- \*Executive-Compensation Practices in the North American Lodging Industry (Part I)**, by Jean-Robert H. Cauvin. Survey results show the lack of a formal, systematic procedure for determining executive compensation in the lodging industry, and the author discusses the impact of compensation practices on the executive ranks. Pages 53-60. [A&F24; \$2.00]
- Service: An Institution in Transition**, by Thomas F. Powers. By instilling new social skills in its personnel and emphasizing the interpersonal relationship between server and customer, the food-service industry will be able to keep pace with changes in the service professions. Pages 61-66.
- Tourism Development: A Model for Growth**, by Mathias Reime and Cameron Hawkins. Because the traditional market study based on historical trends is inadequate for the rapidly changing field of tourism development, the authors propose a new development strategy based on the natural, social, and cultural characteristics of a region and on attracting specific market segments. Pages 67-74.
- Techniques of Carpet Maintenance**, by A. S. Garstein. A complete guide to preventing damage to carpets and restoring them once the damage is done. Pages 75-84.

### August 1979 (Vol. 20, No. 2)

- When Less is More: A Look at the Long Term in Building for Tourism**, by Atid Kaplan. The needs of a developing country can be served better by the development of a small-hotel complex using local resources than by the construction of multinational luxury hotels. Pages 4-5.
- "Healthy" Foods for Healthy Sales**, by Susan L. Call. Guidelines for adjusting a menu to meet consumers' growing preference for light, fresh, and wholesome foods. Pages 6-7.
- Making Hospitality Operations Hospitable: The First Step in Accessibility for the Handicapped**, by Edward Brodsky-Porges. The first step in making a property truly accessible to the handicapped is the modification of employee attitudes, rather than modification of the physical plant. Pages 8-9.
- Investing in the Casino Hotel: The Atlantic City Scene**, by William J. Callnin. In this discussion of investment possibilities and probable returns, the author notes that investor confidence in Atlantic City's casino hotels is well-founded. Pages 10-14.
- (The Inn-Side of the Law) Hotel Security Revisited: When the Guest is Injured or Assaulted**, by John E. H. Sherry. Recent court decisions have made the innkeeper assume increasingly more responsibility for the guest's safety. Pages 15-16.

- \*The Executive-Compensation Package: Salaries, Bonuses, Benefits, and "Perks" (Part II)**, by Jean-Robert H. Cauvin. Detailed information on executive compensation, with statistics on salary, bonuses, benefits, and perquisites for 16 executive lodging-industry positions. Pages 17-24. [A&F24; \$2.00]
- \*Bibliography of Hotel and Restaurant Administration and Related Subjects**, by Margaret J. Oaksford. Index to books published and articles appearing in the trade press during 1978. Pages 25-82. [A&F11; \$5.00]
- \*Kosher Catering: How and Why**, by Marianna Desser. A complete discussion of kosher catering, including both theory and practical application (how to offer catering and to contract facilities to caterers; the advantages of rabbinical endorsement; and a profile of the kosher consumer). Pages 83-91. [F&B26; \$1.00]
- Airline Feeding Today: Challenges and Change**, by Laurent D. Vernay. How the airlines provide meals to their passengers, the role of inflight feeding within the airline companies, and the changes expected in the years to come. Pages 92-97.

Many of the articles listed above are available in reprint form from *The Quarterly*. They are marked with an asterisk (\*), with ordering information (order number and cost) appended to their descriptions.

Information on the availability of reprints from the February 1980 (No. 4) issue may be obtained from *The Quarterly* (address on reverse).

**The Hotel Industry as a Hedge Against Inflation: The Empirical Evidence**, by Avner Arbel and Paul Strebel. A study examines how well hotels were preserved from the effects of inflation over a 20-year period in terms of capacity utilization, profitability, and the ability to institute timely rate adjustments. Pages 4-7.

**Taking Another Look at Accuracy in Menus**, by John J. Bilon. Accuracy in menus is vital—to preclude the passage of unnecessary legislation, to avoid bad publicity, and, most important, because food-service customers expect and deserve it. Pages 8-11.

**Predicting Career Success and Satisfaction: A Study of Hospitality Graduates**, by Abraham Pizam and Robert Lewis. The first study relating the undergraduate performance of hospitality students to career success also includes a discussion of job satisfaction and the relevance of college studies to job requirements. Pages 12-16.

**\*Advertising that Sells Hotels**. Designing the ad is the last step in developing effective advertising, and must be preceded by the development of a marketing strategy based on a careful analysis of the property's strengths and weaknesses. Pages 17-23. [M6; \$1.50]

**\*Linen and Uniform Control: A Commonly Overlooked Route to Cost Reduction**, by Paul Schweid. How to measure linen losses and control both linen use and abuse for dramatic cost savings. Pages 24-30. [A&F22; \$1.00]

**\*Facing the Future with New Communications Technology**, by Bliss Arneberg. This overview of technological innovations in hospitality communications systems acquaints the reader with the applications of the new technology, shows how to analyze a specific property's needs, and discusses how one system works in three representative lodging properties. Pages 31-40. [PM10; \$1.50]

**\*Menu Dictionary**. This thorough dictionary developed by the Environmental Health Administration of the District of Columbia gives straightforward definitions and descriptions for the accurate representation of food items on the menu. Pages 41-48. [F&B27; \$1.00]

**The Emergence of a New Breed of Operation: Complex Food-Service Systems**, by Thomas F. Powers. A thoughtful discussion of the operational differences between traditional restaurants and the new complex food-service systems concludes with the observation that, in the highly specialized new systems, management skills are more important than technical skills. Pages 49-58.

**(The Inn-Side of the Law) The Franchisor's Liability for a Franchisee's Negligence**, by John E. H. Sherry. A legislative effort is required to resolve the question of the franchisor's liability. Recent court decisions are reviewed. Pages 59-60.

**Stress Management for Management Stress**, by Robert A. Brymer. Stress is a part of every manager's job, and this article explains its causes, its symptoms, and its control. Pages 61-69.

**\*Getting Your Due: The Investment Tax Credit and Component Depreciation for Tax Savings**, by John Heath, Jr. By identifying property that qualifies for investment tax credit and describing component depreciation analysis—a way of segregating assets with shorter useful lives and accelerating depreciation cash flows—this article helps hotel executives and owners gain maximum benefit from applicable tax regulations. Pages 70-79. [A&F21; \$1.50]

**Issues and Answers: MUFSO Meets in Miami Beach**. Food-service executives and operators share their views on topics from food presentation, consumer attitudes, and management problems, to marketing, positioning, and government regulations. Pages 80-83.

**(The Inn-Side of the Law) The Innkeeper's Liability for Failing to Accept Guests' Valuables for Safekeeping**, by John E. H. Sherry. To benefit from a statute that limits his liability, the innkeeper must provide round-the-clock protection for guests' valuables. The hotelier's responsibilities are delineated. Pages 4-5.

**Looking for Tips: An Empirical Perspective on Restaurant Tipping**, by Joanne M. May. A study reveals that group size, method of payment, and the attractiveness of the waitress have a greater influence on the amount of a tip than the quality of service does. Pages 6-13.

**Counting the House: The 1980 Census**. An entertaining discussion of the questions asked, the uses to which census data are put, and historical highlights. Pages 14-16.

**Straight Talk to Hoteliers: A Meeting Planner's View**, by Raymond J. Hall. Hoteliers can profit from the current economic climate by catering to the meetings market—but only if they understand the market's unique needs. Pages 17-20.

**Better Brochures for the Money**, by Jane Maas. A complete guide to all the elements that constitute a good brochure, encompassing a creative strategy and extending to the development of covers, text, and illustrations that are memorable and effective. Pages 21-34.

**Marketing in the 1980s**, by Peter C. Yesawich. The few hoteliers who applied marketing principles in the seventies positioned their properties with the customer in mind; the successful marketing strategy of the fiercely competitive eighties will be competitive repositioning with the competitor in mind. Pages 35-38.

**Hospitality Management Development for the 1980s**, by Thomas F. Powers. While practical experience in the food-service industry provides necessary technical skills, hospitality education must provide courses

imparting the human and conceptual skills needed to keep pace with the industry's increasing complexity and specialization. The need for continuing education also suggests a new role for schools of hospitality management. Pages 39-47.

**Gauging Energy Savings: Further Applications of Multiple-Regression Analysis**, by Michael H. Redlin and Jan A. deRoos. Discussion of a cost-efficient technique for predicting energy consumption accurately and appraising the effectiveness of energy-conservation efforts. Pages 48-52.

**Going for the Gold: The U.S. Team at the Culinary Olympics**. The hopes, goals, and strategies of the 1980 U.S. Culinary Olympic team, and the rules, conditions, and contests they expect in Frankfurt this year. Pages 53-66.

**The Hotelkeeper's Contract and the International Traveler**, by Rodney E. Gould, Thomas J. Ramsey, and John E. H. Sherry. A review of the UNIDROIT draft convention designed to establish international standards for innkeeper and guest liability, and the implications of suggested remedies in the areas of loss and damage to property, personal injury, and reservation practices. Pages 67-74.

**How to Negotiate a Contract, Part I**, by James J. Eyster. The first of two articles on the process of negotiating hotel management contracts emphasizes effective communication between owners and operators. Pages 75-81.

**Management and Mathematics: Developing Hotel Investments**. Feasibility studies, the drawing board, construction, ownership and operating arrangements, and financing alternatives are discussed by a group of industry experts. Pages 82-85.

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